## Healthy Workplace Operational Plan 2013 - 2016

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| **Goal 1-1:** To ensure key priorities for Healthy Workplace as outlined in this plan are linked and integrated with the Strategic Integrated Plan (SIP) and a Human Resources Plan. | ✓ Presented information on the HWP Initiative to the SIP Task Force  
✓ Include HWP in the Strategic Integrated Plan as a Strategic Action  
✓ HWP integrated into the Balanced Scorecard  
- Collaborate with HR to ensure key HWP priorities are linked and integrated with the HR Plan, practices and policies | |
| **Goal 1-2:** To ensure the continued planning and commitment of financial, human and other resources, for the overall healthy workplace strategy and related programs. | ✓ Annual salary funds HWP Co-ordinator and Co-op Student  
✓ Annual operating funds to support the HWP Initiative  
✓ Support and engage the HWP Cmte  
✓ Host the bi-annual Healthy Workplace Fair (featuring 3 Strategic Areas of Focus of the HWP Plan)  
✓ Secure funding for Workplace Mental Health training  
✓ Secure funding for the annual CU Healthier Challenge  
✓ Secure funds for Workplace Mental Health consulting  
✓ Support and engage HWP Champions  
  ○ Conduct focus groups  
  ○ Develop new faculty HWP Champion network | |
| **Goal 1-3:** To conduct regular assessments and progress evaluations of the Healthy Workplace Plan (related programs and goals, and workplace performance) to determine strengths and opportunities for improvement. | ✓ HWP Plan Action Plan updates to be reviewed regularly at monthly HWP Cmte Meetings – use Improvement Map as guide  
✓ Gallery walk for Level 3 readiness with HWP Cmte  
- Schedule annual HWP focus groups for feedback  
✓ Collaborate with HR on the development of the 2014-15 Employee Engagement survey  
- Conduct PEP Level 3 Self-Assessment  
  ✓ Form committee | |
| **Goal 1-4:** To communicate the Healthy Workplace Plan and messages across the university. | ✓ Develop a HWP Plan Communications Plan  
✓ Continue to implement the 2013-2014 HWP Communications Plan  
  ✓ Utilize Carleton Now, Today@Carleton, social media, HWP website, postcards, and other materials  
✓ Continue to develop an annual HWP Communication Plan  
✓ Host the bi-annual Healthy Workplace Fair (featuring 3 Strategic Areas of Focus of the HWP Plan) | |
## Focus

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| **Goal 1-5:** To enhance a supportive workplace where there is an understanding of employees’ roles and responsibilities to contribute to a healthy workplace at all levels of the university. With specific emphasis on those who manage people and their relationships. | • Develop HWP training to managers and supervisors  
  o Focus on awareness of the benefits of a HWP  
  o How to accommodate and encourage participation in HWP  
  ✓ Workplace mental health training  
 ✓ Continue to be part of the Supervisory Development Series certificate  
 ✓ Provide training on “healthy conversations”  
 ✓ Provide Fierce Conversations training  
 ✓ HWP embedded in the different levels of the Carleton Leader sessions  
  o Explore leadership styles to implement a culture of HWP |
| **Goal 1-6:** To recognize staff and faculty achievement in meeting job and healthy workplace goals. | • Work closely with management to support and encourage widespread formal and informal recognition campus wide  
 • HR will be implementing a new performance management system  
 ✓ Continue to embed recognition in our HWP programming to recognize staff and faculty accomplishments in meeting their HWP goals  
 ✓ Offer prizes for challenges  
 ✓ Promote staff and faculty participation on your website  
 ✓ Healthy Workplace Stories campaign |
| **Goal 1-7:** To achieve recognition and certification for our efforts to a healthy workplace by Excellence Canada. Obtain Level 2 in 2014 and Level 3 in 2016. | ✓ Submit PEP Level 2 Application  
 ✓ Plan for the PEP Level 2 Verification  
 ✓ Implement HWP Plan  
 • Prepare PEP Level 3 Application  
 • Conduct PEP Level 3 Self-Assessment  
 • Submit PEP Level 3 Application  
 • Prepare for PEP Level 3 Employee Survey  
 • Prepare for PEP Level 3 Verification |
**Goal #2: To reinforce and support health and lifestyle improvements**

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| **Objective 2-1:** To provide programs responding to varying needs based on assessment and analysis, and to provide programs spanning the continuum of care in terms of primary, secondary and tertiary interventions. (With a specific focus on prevention and reduction of cardiovascular diseases, such as high cholesterol and high blood pressure.) | Primary:  
- promote EH&S training and safety programs, ergonomic assessments  
- promote athletics facilities and programs with more info (fees and timing)  
- promote the healthy food options through Dining Services  
- promote Health & Counselling Services flu shot clinics  
  - Recognition  
  - Lunchtime leagues  
  - Awareness workshops  
  - Activities and programs that encourage employees to get away from their desk at lunch  
Secondary:  
- EFAP services  
  - Public Health or Algonquin student nurses to come on to campus  
  - Online risk assessments and questionnaires  
  - Blood pressure testing  
  - Cross-promote Ergonomic assessments  
  - Healthy Workplace Fair  
Tertiary:  
- EFAP/GWL services  
- Lunchtime leagues  
- CU Healthier Challenge  
  - Cross-promote HR accommodations program (return to work)  
  - Promote smoking cessation programs | |
| **Objective 2-2:** To build a strong campus community awareness of the availability of programs, support and facilities available to employees. | ✓ Communications strategy (T@C, social media, Champ emails, Carleton Now)  
  - Video clips (What does HWP mean to me?)  
  - CU Leader, LAPD, departmental meetings  
  - Make the link at workshops (to EFAP services, other workshops)  
  - Promote at new employee orientation  
  - Emails from HWP Coordinator or Champions welcoming new employees  
  - Cross-promote healthy options from Dining Services, where to buy, healthy symbols  
  - Thrive Week | |
| **Objective 2-3:** Offer programs and workshops that are accessible to a wider range of employees (ie. Shift workers, faculty). Remove barriers to participation in terms of timing, length, location of events. | ✓ Offer 40 minute workshops and activities  
 ✓ Continue to offer satellite locations  
  - Online videos/podcasts  
  - Explore offering workshops at different hours of the day  
 ✓ Have materials available online when possible for workshops and challenges  
  - Explore partnership with EDC: online content, lunch ‘n’ learns already available | |

Progress Update – April 2015
Goal #3: Carleton University is committed to providing ongoing support to its faculty and staff to promote work-life balance.

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| **Objective 3-1:** | Incorporate current policies work/life practices into operations. | ✓ Highlighting HR policies on HWP website  
  - Today@Carleton quiet days: Did You Know?  
  - Departmental newsletters |
| **Objective 3-2:** | Enhance faculty and staff awareness of options available to them which support achieving work-life balance and provide awareness programs that support work-life balance. | ✓ Today@Carleton  
 ✓ Carleton 101  
  - CU Healthier Challenge – personal success stories  
 ✓ Continue to provide lunch ‘n’ learn information sessions related to work-life balance, including: how to achieve work-life balance, financial management, parenting, elder care, sandwich generation, other family-related support  
 ✓ Continue to provide lunchtime leagues, to provide employees with opportunities to get away from their desk and be active over the lunch hour  
 ✓ Promote partnership with Parking that allows current parking-pass holders to park in athletics over the lunch hour, or before or after work  
 ✓ Continue to enhance HWP Champion network  
  - Explore options to further engage faculty |
| **Objective 3-3:** | Expand process management methodology currently used in the Finance and Administration division and continue to implement Lean Transformation and Benchmarking initiatives that improve/streamline processes to assist employees in their daily work. | ✓ Office of Quality Initiatives will continue to communicate their services  
  - Targeted communications to management groups  
  - Communicate our successes  
 ✓ Process management training through Excellence Canada  
 ✓ Process management strategies to be developed by the Finance and Administrative Excellence, Innovation and Wellness Working Group |
**Goal #3:** Carleton University is committed to providing ongoing support to its faculty and staff to promote work-life balance.

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| Work-Life Balance | **Objective 3-4:** Ongoing commitments to providing learning and professional development so that employees can enhance their skills and, in turn, feel more supported in their professional development.                     | ✓ LAPD: Annual needs assessment, workshop  
  ✓ Supervisory Development Series (healthy conversations)  
  ✓ Carleton Leader  
  ● HR: PDP/skills trends  
  ✓ DUC: Communication programs  
  ✓ EDC: Outreach to faculty (they have a communications person)  
  ✓ Fierce Conversations  
  ✓ Workplace Mental Health training                                                                                                                                 |
|                | **Objective 3-5:** Develop mechanisms to provide feedback about work-life balance at all levels in order to identify gaps and provide opportunities for improvement and collaboration.                                      | ✓ Employee engagement survey  
  ● HWP Focus groups  
  ✓ Carleton Satisfaction surveys  
  ● Success stories: blog format, social media, twitter HWP tweet day  
  ✓ Guarding Minds @ Work survey                                                                                                                                                                       |
|                | **Objective 3-6:** Provide opportunities for employees to be involved in decisions that impact their work, enabling them to have a sense of control over their work environment.                                      | ● Enhance management training to encourage a supportive and inclusive engaging environment  
  ● Regular and effective staff meetings – provide How-To  
  ✓ Project-based: lean/benchmarking  
  ● Develop toolkit for managers  
    ○ Awareness  
    ○ Recognizing your employees  
  ✓ Ideas @ Carleton  
  ✓ The Fresh Thinking Series  
  ✓ SIP, eShop, Lean process reviews, JH&S Committee                                                                                                                                              |
**Goal #4: To achieve Carleton University's goal to provide continued leadership in workplace mental health.**

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| Mental Health | **Objective 4-1:** Establish a Carleton University Workplace Mental Health Working Group to empower stakeholder leadership with an integrated approach to workplace mental health. | ✓ The WMH Working group will develop the foundation of the new Mental Health strategies by:  
- Determining the structure and processes  
- Develop a Carleton Workplace Mental Health Model  
- Determine the appropriate language  
- Conduct an environmental scan of the existing standards and frameworks |
| Mental Health | **Objective 4-2:** Enhance stakeholder engagement and consolidate awareness of mental health workplace initiatives. | ✓ Establish a WMH Advisory Committee  
- Suggest members of the Carleton community to establish a cross-functional Workplace Mental Health Advisory Cmte to ensure comprehensive stakeholder representation  
- Develop explicit advisory and oversight mandate of committee to recommend, develop, and evaluate as appropriate campus-wide efforts to advance workplace psychological health and safety |
|  | **Objective 4-3:** Achieve recognition and certification for our efforts to mental health by Excellence Canada. Obtain Level 1 in 2014 and Level 2 in 2015. | • Plan for the Level 1 Application  
• Prepare the Level 1 Application  
• Submit PEP Level 1 Application  
• Plan and prepare for the PEP Level 2 Application  
• Conduct PEP Level 2 Self-Assessment  
• Submit PEP Level 2 Application |
|  | **Objective 4-4:** Identify and address current mental health-related policy, programs and protocols gaps. | • Conduct a self-assessment  
- Conduct an Organizational review with the Advisory Cmte  
- Conduct an employee survey using Guarding Minds at Work  
- Present gap analysis results to university wide focus groups for feedback and set priorities  
- Conduct audit, using the “Sample Audit Tool”  
✓ Conduct best practice research  
• Revise and develop new policies, protocols and programs |
|  | **Objective 4-5:** Enhance staff and faculty awareness and skills to promote and contribute to a positive and healthy work environment. | • Review and enhance awareness campaign around the psychologically healthy workplace  
✓ Develop targeted education and training strategy for specific groups and/or position  
• Make recommendations for new workplace mental health programs |
|  | **Objective 4-6:** Develop a structure and process to support proactive and sustainable planning and programming. | • Develop ongoing evaluations and assessments  
• Identify outcome metrics  
• Analyze the results of campus surveys to identify emerging issues |
|  | **Objective 4-7:** Raise campus-wide awareness of Carleton | • Create a reference document outlining the strategies for supporting, planning and continuous improvement |
| University’s mental health strategies and approach to support psychologically healthy and safe workplace. | • develop dissemination plan |